

**TOWN OF DAVIE**  
**GOAL SETTING WORKSHOP**  
**MARCH 11, 2005**

The meeting was called to order at 9:04 a.m.

Present at the meeting were Mayor Truex, Vice-Mayor Paul and Councilmembers Hubert, Crowley and Starkey. Also present were Interim Town Administrator Kovanes, Town Attorney Kiar, and Town Clerk Muniz recording the meeting.

**LOGO.** Mr. Kovanes indicated that he had worked with Public Information Officer Braulio Rosa on unifying the Town's image on literature and documentation. He distributed examples of three different logo designs incorporating elements of the Town's character such as equestrian life, the orange blossom and the Old Davie School. Mr. Kovanes singled out the most popular logo and indicated it would be finished with gold or bronze and black and replicated on the Town's letterhead, business cards and signage. He stated that the overall unity concept was being embraced by other municipalities. Mr. Rosa advised that he was also working on a design for a Town shirt as Mr. Kovanes wanted to apply the unified concept to a department shirt for administrative staff.

Councilmember Starkey was in favor of the white shirt which she felt retained a professional image for department directors. She suggested improvements for the proportions of the image. Vice-Mayor Paul felt the logo selected was excellent and offered suggestions for improving the proportions of the image. Mayor Truex agreed with Councilmember Starkey's and Vice-Mayor Paul's suggestions.

Councilmember Crowley asked how the logo would show up on a T-shirt. Mr. Kovanes explained that a different color could be used to better replicate the logo. Councilmember Crowley asked when the final version would be complete. Mr. Kovanes indicated he would try to have the product complete by the next few meetings.

Councilmember Starkey read a passage from the Alice in Wonderland story that illustrated goal setting. She pointed out that for goals to be useful, they had to be specific, measurable, attainable, relevant and time bound. Councilmember Starkey thanked the Town's staff members and directors for helping Council attain its goals over the past year.

Mayor Truex recessed the meeting at 9:31 a.m. and reconvened the meeting at 9:36 a.m.

**GOVERNMENT.** Dr. Lance DeHaven-Smith advised that the Town's fiscal pressures exacerbated political pressures in place and vice versa. He spoke of the Free Riders and tax exemptions which made it difficult for the Town to keep services and facilities abreast of population growth. Dr. DeHaven-Smith discussed the various tax-exempt entities making use of the community, which the Town could not capture revenue from. He spoke of the new Save Our Homes amendment designed to limit the extent to which the value of property could rise for the purpose of taxation. Dr. DeHaven-Smith described challenges and conflicts faced by the District Councilmember/City Manager form of government and spoke of the Town's non-interference clause.

Councilmember Starkey stated that the confusion among management, staff and Council was exactly what the non-interference clause meant. She advised that this was not to limit the information or the interaction between Council and staff, but rather to limit the amount of involvement in order to stay focused on priorities and not the side issues single-member districts might have. Dr. DeHaven-Smith cautioned that if an action was taken by the government that appeared to violate the non-interference clause, the Town would lose sovereign immunity. Councilmember Starkey wanted to define this further by policy, as Council often had to work with staff members on issues, which sometimes made staff uncomfortable.

## **TOWN COUNCIL MINUTES**

### **MARCH 11, 2005**

Mr. DeHaven-Smith did not feel it was necessary to do a sweeping search for the next Town Administrator because of the expenses and time involved in filling the position externally. He recommended that an internal candidate who met the requirements be considered.

Mayor Truex felt there was a concern with many people that the Town did not have a sufficiently diverse pool of applicants based on Davie's history. He wanted a fair and open procedure for any interested applicants internally or externally. Councilmember Starkey felt the open search allowed for the best possible applicants to have the opportunity to be considered. Dr. DeHaven-Smith reminded Council that its authority was collective and that Council should not push staff one way or another.

Vice-Mayor Paul voiced her concern about Dr. DeHaven-Smith's earlier comment about agriculture being exempt. She advised that this was a misnomer and that agricultural entities did pay taxes. Vice-Mayor Paul stated the concern about diversity of job applicants was a "ruse" as there was no internal policy regarding diversity and felt the Town had done a great job of diversifying staff. She spoke of various ethnic groups and the Diversity Fair, which illustrated the Town's improvement in this area. Vice-Mayor Paul felt the search for a Town Administrator was a "ruse" for other purposes. Councilmember Starkey voiced her disagreement.

Dr. DeHaven-Smith spoke further on the non-interference clause pertaining to Councilmembers giving direct orders to staff. He discussed potential conflicts that could occur when the roles of Council and administration were blurred. Councilmember Starkey indicated that when Council and staff worked openly, the community won. She felt establishing a better policy in this area alone would be an improvement for the Town.

Dr. DeHaven-Smith spoke of tensions that could occur between Councilmembers who had pressures from big voting blocks and small interests in their districts, and the Town Administrator who had to deal with general issues. He felt the tendency was for the city managers to be "hung out to dry" in such scenarios which could become difficult unless Council was sensitive about this. Dr. DeHaven-Smith advised Council to be careful conducting land deals and development issues as these could sometimes appear to involve special favors. Dr. DeHaven-Smith cautioned against the tendency of "log rolling" where one Councilmember supported the projects of all the other Councilmembers in order for those Councilmembers to do likewise.

Dr. DeHaven-Smith advised Council to face up to the challenges of trying to keep Davie a predominantly residential equestrian lifestyle community, which was an expensive community. He discussed the need to look at increasing the millage rate incrementally in order to avoid huge increases. Dr. DeHaven-Smith spoke of the influence of small voting groups, which mobilized other groups in the community and encouraged increased public participation when possible. He encouraged Council to look at the whole community overall versus individual districts.

**FISCAL ISSUES.** Regarding fiscal pressures, Dr. DeHaven-Smith suggested increasing taxes and fees for services and improving the tax base; however, there needed to be more of a consensus from the entire Town. He advised that another option was considering the sale of assets such as the Town's water system and outsourcing services such as fire-rescue.

Councilmember Starkey indicated that Council had discussed tweaking its cost recovery program and outsourcing. Dr. DeHaven-Smith suggested developing a community-wide consensus as the Town previously did in the 1980s. He also suggested looking at the Town's Charter and considering a different election month to improve voter turnout.

Councilmember Starkey felt it was not Council but rather the Town's staff and its directors who did an outstanding job of keeping the Town running so smoothly.

Police Chief John George asked Dr. DeHaven-Smith if there were any studies indicating that outsourcing of fire and police services led to community breakdown. Dr. DeHaven-Smith responded that

## **TOWN COUNCIL MINUTES**

### **MARCH 11, 2005**

some counties tried to maintain their visible identity while outsourcing services. Chief George spoke of pockets in the unincorporated areas that received municipal services from the county and questioned what this accomplished. Dr. DeHaven-Smith explained that the county's authority was similar to the municipal governments in many respects. He felt it was better to move toward regional services for things that could be handled countywide, and use local services for issues like murder investigations, helicopter usage, or other expensive services. Dr. DeHaven-Smith advised that Broward County was moving more toward the annexation approach mainly because previous annexations bypassed African-American communities.

Vice-Mayor Paul asked Dr. DeHaven-Smith if he had any knowledge of cost factors for County services. She stated that to her knowledge, when communities approached the County for funding, the contracts were attractive, but later as they came up for renewal, they spiked in order to make up the difference, which eventually did not result in much savings. Dr. DeHaven-Smith agreed that this scenario did exist and pointed out that it eventually cost more than it would have cost for the municipality to provide its own service. Councilmember Starkey felt keeping local services helped maintain Davie's hometown community-based services intact. Dr. DeHaven-Smith suggested increasing fees or the millage rate to face the pressures of an expanding population.

Mr. Kovanes indicated that he had recently seen trends where government agencies were behaving somewhat like for-profits in competing with agencies to provide services. Chief George asked if regional service resulted in a dilution or stagnation of services. Dr. DeHaven-Smith indicated this was a balancing act and suggested that the Town maintain its core services.

Dr. DeHaven-Smith asked how the Town was going to generate the revenue needed to maintain its current level of services while maintaining open space. Councilmember Starkey spoke of the Nova Southeastern University complex and the Regional Activity Center that would likely generate about 20% of the Town's tax base. She felt that redevelopment was a key factor in building a better quality of life for Davie. Dr. DeHaven-Smith felt redevelopment was a good measure but stressed the importance of reviewing impact fees and exploring franchise fees regularly to keep up with inflation. Councilmember Starkey advised that Council was awaiting the mid-year budget assessment, which would be critical in assessing where the Town stood.

Dr. DeHaven-Smith asked how big the Town's budget problem was. Budget and Finance Director Bill Underwood spoke of the police union contract that impacted the budget by \$650,000, which was not appropriated. He also spoke of 14 firefighters budgeted to come on staff in July who had not been funded for a full year. Mr. Underwood stated that the impending \$2.9 to \$3 million costs had not yet been discussed with Human Resources or Administration.

With regard to unappropriated funds for the police union contract, Councilmember Starkey explained that Council was not given the exact costs until it had already reached an agreement with the Union, which led to the current budget being so snug. She pointed out the need for timely information and felt everything the Town did going forward needed to show fiscal impacts ahead of time.

Mayor Truex felt the Town needed a diverse economic base. He believed sensitivity to neighborhoods was important but felt if this was the only focus, there would be very few options for the future community. Mayor Truex stated that employee costs were tremendous and in the future, these would become unaffordable, causing lower service levels. He felt Council needed to exercise discipline in its vision and with individual projects. Dr. DeHaven-Smith pointed out that a community consensus project was helpful in this regard. Councilmember Starkey agreed with consensus building in individual districts and in the overall community. Dr. DeHaven-Smith advised that the process had to address the fundamental tradeoffs and not only the vision of the Town.

Housing and Community Development Director Shirley Taylor-Prakelt spoke of challenges facing Davie such as zoning. She questioned how a single-member district could establish a consensus

**TOWN COUNCIL MINUTES**  
**MARCH 11, 2005**

reflecting the needs of the rich and poor, with such a small geographic area left to expand the economic tax base. Dr. DeHaven-Smith felt redevelopment of the rundown areas was a solution. He suggested identifying corridors that could be redeveloped and felt the Town had to involve the entire community in the blueprint.

Mr. Kovanes asked each Councilmember to provide their top five concerns or priorities.

MAYOR TRUEX

1. Addressing public safety
2. The Town's financial health
  - Budget issues
  - Pension/employee costs
  - Effect of annexations
  - Economic development/tax base
3. Redevelopment
  - Parks/Open Space
  - Airport expansion
  - Affordable housing
  - Traffic and mass Transit
4. Elder services

COUNCILMEMBER HUBERT

1. Affordable housing and density
2. Funding for a food bank or bread bank
3. Elder services

COUNCILMEMBER CROWLEY

1. Establishing Human Resources staff within public safety to expedite the hiring process for public safety personnel.
2. Developing a master plan of the Town's rights-of-ways
3. Developing a Code enforcement program
4. Requiring water management approvals prior to site plans coming before Council
5. Modifying the Town's old drainage system that flushed into canals and address water quality.
6. Getting the Town's financial reports on schedule
7. Getting clarification on whether the Charter allowed the Engineering Department to have its own department

COUNCILMEMBER STARKEY

1. Public Safety issues
  - Hiring of public safety personnel within the Police and Fire Departments
  - Working with Congressman Clay Shaw on obtaining a special emergency response vehicle
  - Rolling out the CERT program to the community and establishing crime watch programs in Rexmere and Paradise mobile home communities
  - Improving traffic calming efforts Town-wide along with aesthetic improvements

**TOWN COUNCIL MINUTES**  
**MARCH 11, 2005**

2. Environmental and Quality of Life issues
  - Continuing work on the Math Igler, Van Kirk and Sunny Lakes parcels and establishing timelines for these parcels
  - Continuing to link parks and trails throughout the Town
  - Establishing codes to include Naturescape concepts for new and existing developments
  - Leading by role model in the Town's facilities with Naturescape concepts
  - Increasing the tree canopy by 20% by the year 2006
  - Supporting the integrated water research plan and looking at ways to increase water storage within the Town
  - Establishing a dog park
  - Enhancing landscaping and entryways along Davie Road, University Drive, and Pine Island, Nob Hill, Hiatus and Flamingo Roads
  - Continuing to work on airport expansion issues and flight quiet programs.
3. Budget issues
  - Looking at ways to cut back expenses and build up reserves
  - Having the Budget Advisory Committee look at areas where the Town would have major hits and recommending solutions
  - Public service and government efficiency issues
4. Improving the Town's public services and customer service
  - Improving communication between staff, Council and the public
  - Enhancing the Town's parks and recreation programs
  - Continuing the new Davie Update and flyers on the parks
  - Starting an email newsletter for residents
5. Redevelopment and Development issues
  - Continuing redevelopment efforts such as Downtown Davie and Lakeside Village
  - Tweaking the cost recovery program and outsource some Development Services personnel
  - Continuing to encourage the smart growth process with the mixed use concept
  - Continuing to improve Code enforcement and possibly include an on-call system

VICE-MAYOR PAUL

1. Rewriting the redevelopment and landscape Code to more clearly reflect the Town's mission
2. Looking at redevelopment of Davie Road and State Road 7
3. Moving forward with options presented by Treasure Coast for the 441 Charette
4. Revamping and streamlining hiring practices including having police and fire use their own Human Resources staff
5. Preservation Issues
  - Moving forward with the open space bond and connecting trails and east-west links
  - Continue the pool through a grant for Falcon's Lea Park
6. Public Service Issues
  - Providing a resource officer for every elementary school
  - Looking at a full-time school nurse program
  - Looking at improved traffic calming
  - Reinstating the mounted patrol and increasing the number motorcycle units
7. Budget Issues
  - Reviewing every area and making corrections to avoid taking money out of reserves
  - Ensuring that every entity carried its fair share of the tax burden
8. Continuing work on annexation issues

**TOWN COUNCIL MINUTES**  
**MARCH 11, 2005**

**OUTSOURCING.** Mr. Kovanes asked Council for a position on outsourcing for personnel such as Development Services staff. Councilmember Starkey spoke of Council's previous stance on stabilizing hiring until the Town's expenses were handled. She asked for a breakdown of current costs on hiring staff for some departments. Councilmember Crowley was in favor of looking at outsourcing in some instances. Mayor Truex felt outsourcing would decrease levels of services in general. He added that Council should realize that the Town kept negotiating its police and fire contracts to the Town's breaking point. Councilmember Hubert felt a cap needed to be established that would not be exceeded. Vice-Mayor Paul stated that at this point, outsourcing was a viable option for some positions, which would help achieve some savings. Chief George spoke of previous efforts to look at outsourcing crossing guards which had turned out to be a tremendous expense.

**DEVELOPMENT.** Mr. Kovanes asked Council for a consensus on which corridors should be considered for economic development and right-fit industries. Councilmember Hubert felt Davie Road should be considered. Mr. Kovanes indicated he wanted to discuss this further at a workshop.

Vice-Mayor Paul felt Council should examine its fee schedules and fees charged to developers as Davie was still far below the rest of the County in its fees.

Mayor Truex stated many residents had no concept of what their long-term options would be without a diverse economic base.

Councilmember Starkey advised that communities such as Everglades and Palma Nova could not be mitigated for insulation and soundproofing for the impending airport expansion. She felt these areas needed to be treated wholly with redevelopment efforts. Councilmember Starkey stated that if this was not looked at early, these areas would become blighted.

Councilmember Hubert stated that without additional density, more affordable housing could not be created. Mr. Kovanes indicated staff was working hard on the affordable housing issue. Councilmember Starkey pointed out she was working on this issue and spoke of the need for an exit plan for phasing in the new communities who would be displaced by airport expansion. Councilmember Hubert advised of a grant opportunity that could be pursued. Mr. Kovanes agreed with Councilmember Hubert that several affordable housing programs with grant opportunities should be pursued.

Mr. Kovanes advised that the Fire Department had many hiring issues coming up. Mayor Truex wanted to add the caveat that there be some guarantee of an independent hiring process.

Mr. Kovanes stated staff was in the final stages of completing the master right-of-way plan that would be part of the GIS system. Mr. Kovanes stated that there were many concerns initiated with regard to liability issues. Chief DiPetrillo felt the Town should not dedicate right-of-ways, if there was no advantage to the Town.

Councilmember Crowley wanted clarification on language in the Charter indicating the Town should have an Engineering Department.

**PROGRAMS.** Mr. Kovanes advised that staff was scheduling a dry run of the CERT practice at the end of May 2005.

Mr. Kovanes stated that he and Mr. Underwood had discussed a percentage increase per fiscal year for the Town's fee schedule. Councilmember Starkey wanted to look at the cost recovery program in the short term by organizing a committee involving members of the Economic Development Council, the Chamber and others who were involved at the program's outset. Development Services Director Mark Kutney felt potential applicants would use this program in the future. He stated that the program was written in the Code as optional, so the Town could not force applicants to use it. However, staff still needed to be involved as the project manager for applications.

**TOWN COUNCIL MINUTES**  
**MARCH 11, 2005**

**LANDSCAPING.** Mr. Kovanes spoke of Urban Forester Mike Orfanedes' goal to include Naturescape initiatives and indigenous species in the Code. Vice-Mayor Paul felt it would involve a hefty re-write of the Code to ensure that developers complied with Council's directions on irrigation and Naturescape elements.

**MOUNTED PATROL.** Mr. Kovanes spoke of efforts to reinstate the mounted patrol. Vice-Mayor Paul asked about the cost to maintain one police vehicle per month. Chief George advised it was about \$700 per month. Vice-Mayor Paul pointed out that it would not be this expensive to feed individual horses monthly. Chief George did not think the mounted patrol would be cost-efficient from a funding standpoint. Mayor Truex felt it should be considered in the context of the whole budget.

Councilmember Crowley requested input from the Town's directors.

**DEPARTMENTAL GOALS.** Ms. Taylor-Prakelt reminded Council that its focus was on reducing expenses and improving services when it should be on expanding revenues. She pointed out that Davie had fewer employees than the surrounding municipalities. Ms. Taylor-Prakelt felt the Town should acknowledge the growing population and the likelihood that its services would decline. She added that it was an impossible task to maintain the same service level without additional revenues. Ms. Taylor-Prakelt voiced her concern about the lack of affordable housing, differences in the east-west communities, and the need for exit plans for mobile home residents who would be affected by the upcoming airport expansion. She asked how Davie could encourage new employees to come to the Town with the high cost of housing. Ms. Taylor-Prakelt advised that her department was working 60-hour weeks with a very lean budget.

Vice-Mayor Paul pointed out that Districts 3 and 4 had a large portion of mobile homes and townhouses. She stated that every district carried a mix of housing units and did not feel it was fair to create the perception of an east-west divide, as this would put the Town at odds. Ms. Taylor-Prakelt clarified that she was referring to the zoning for raw land that was mostly applied to the east at one unit per acre, which was not affordable. She voiced her concern about the lack of vacant parcels to the west for affordable housing opportunities.

Councilmember Starkey felt Council needed to look at long range plans to implement economic, Code enforcement, police, fire and staffing enhancements that needed to be addressed before 2010 or at the latest by 2010.

Mayor Truex felt United Ranches would be a plus to the Town's bottom line. He estimated that within the next two years, Broadview Park would bring in more affordable housing opportunities, but at the same time bring the Town's budget further into the red.

Human Resources Director Mark Alan stated that although the Town's statistics per capita ratio was low, it had actually grown 20% over the past five years. He explained the distinction between internal services within the Town and the services provided directly to the public. Mr. Alan felt the growth rate in these two areas was not similar. He pointed out that services provided directly to the public would be impacted by the services provided within the Town.

Chief George felt Broadview Park would help the Town build its agency, but pointed out the need to look at whether it could afford these communities. He spoke of the annexation agreement with Palma Nova which placed restrictions on his department's services and questioned what penalties the Town would apply if the Town did not want to enforce the agreement anymore. Mr. Kovanes advised this was an annexation provided by the Florida legislature, which the Town could not reverse. Councilmember Starkey advised that unless the Town exhausted various legal challenges, it could not do much about this agreement. Chief George requested re-negotiating the existing agreement and spoke of the negative conditions in the community. Mr. Kiar spoke of an annexation agreement approved in 1995, which later

## **TOWN COUNCIL MINUTES**

### **MARCH 11, 2005**

led to litigation whereby the property owners prevailed. Mr. Kiar stated the Council would have to look at the agreement to see if the community was complying with its terms.

Mr. Kutney spoke of the importance of economic development in improving the image of the Town, especially where the State Road 7 Charette process was concerned. He stated that the Town's land pattern was indicative of sprawl in some ways and added that the low-density pattern would continue to require more public safety and roadway building. Regarding outsourcing, Mr. Kutney cautioned against hiring planners to attend task and board meetings and reminded Council of the many routine, everyday tasks that staff had to cope with. He felt professionals who were outsourced had to give the Town the "biggest bang for its buck." Mr. Kutney stated that his department tried to follow its contingency plan, but did not think it could increase its engineering fees anymore. He indicated that the department was continuously improving but pointed out this was difficult to maintain when asked to cut into its resources.

Public Works Director Bruce Bernard spoke of the need for a master plan reflecting build-out that would illustrate all the roadways and infrastructure needed over the next six-eight years. He discussed the roadways needing improvements throughout the Town. Mr. Bernard spoke of right-of-ways without irrigation and the need for the correct tree species to be planted.

Councilmember Starkey felt it was important for the department directors to go on a field trip through the unincorporated areas that might soon join the Town and put together a wish list and related costs for improvements, which could then be incorporated into the annexation agreement with the county.

Town Clerk Muniz indicated that smaller departments also faced increased demands on services due to development and annexation. He spoke of his department's need for more staff members to support increased service levels. Town Clerk Muniz advised that archaic processes within his department needed to be modernized with better technology to become more efficient. He suggested that Council consider Dr. DeHaven-Smith's suggestion to move the municipal elections to November, as this would allow the Town to piggyback on the County election and save on expenses.

Parks and Recreation Director Dennis Andresky stated that his department was reaching the maximum as to what it could do at Pine Island Park. He spoke of several requests for consideration of a sports complex in the west to meet the population growth in that area. Mr. Andresky advised that youths in that western area were using Weston and Pembroke Pines facilities. He spoke of the need to develop the Van Kirk site and for a clear timeline and schedule that incorporated buildout.

Fire Chief Don DiPetrillo stated that his department had reached a point where some programs needed to be re-assessed. He advised that the impact fee established in 1997 had not changed since then and indicated that the emergency management or homeland security issues were not covered by this impact fee. Chief DiPetrillo asked Mr. Bernard about the Town's cost in the event of a catastrophe. Mr. Bernard advised that the Town's cost from a Category 5 hurricane would be \$38 million.

Councilmember Starkey stated that many cities to the north were bankrupted after the 2004 hurricanes because they had no catastrophe recovery funds. Councilmember Starkey asked if Chief DiPetrillo would work with Mr. Underwood on evaluating the impact fees. Chief DiPetrillo indicated that he wanted to include Mr. Kutney and Chief George in the discussion.

Mr. Kovanes wanted every possible fee and revenue stream to be examined. Mr. Kutney pointed out that impact fees would be part and parcel of the Land Development Code rewrite because the Town's concurrency management system was within the Code. Dr. DeHaven-Smith suggested building into the impact fees the cost of doing the impact fees.

Chief DiPetrillo spoke of the growing level of urban blight that he and Chief George had identified. He discussed the need to clean up some communities where illegal storage and dumping was common. Chief DiPetrillo was concerned about entities that did not contribute to the Town's tax base and advised of public comments he had heard implying that Davie was considered an "easy target" for those



**TOWN COUNCIL MINUTES**  
**MARCH 11, 2005**

who wanted to “put up anything” in Davie. Mayor Truex and Councilmember Starkey stated that they heard the opposite.

Ms. Taylor-Prakelt stated she did not understand why Code enforcement being done in other cities was not being done in Davie. She asked that Council not mitigate all the fines as the Town needed the revenue. Ms. Taylor-Prakelt agreed with Chief DiPetrillo about the urban blight in certain areas and supported stronger Code enforcement. She reminded Council and staff to be sensitive to lower income families that could not afford increased fees for summer camps or other programs providing childcare. Ms. Taylor-Prakelt spoke of the need for a minimum housing code and of her efforts to develop a One Stop Center at the Covenant House which would locate all social service providers in one facility to maximize the amount of public assistance that went into the non-profits to better reach those in need. She spoke of her concern about sub-standard housing and advised that Davie had 8,000 mobile homes housing 20,000 residents. Ms. Taylor-Prakelt pointed out that these were largely substandard units that would not withstand a Category 2 hurricane. She spoke of the potential displacement of mobile home residents and the lack of pet friendly shelters for evacuees.

Dr. DeHaven-Smith felt Council had to focus on the priorities that were tentatively set. He pointed out that Council should make a determination on the resources and policies to be incorporated, while remembering that not every item could be addressed. Dr. DeHaven-Smith cautioned that the Town would not have enough resources - even with increased revenues - to handle a full year of appropriations to meet all departments’ needs.

Vice-Mayor Paul commended each department director and the Town’s employees for their work and spoke of comments she had received over the years commending the Town’s staff for its public service. She felt all the goals presented should be taken seriously and that customer-service improvements that reflected the Town’s friendliness and character did not cost anything.

Dr. DeHaven-Smith thanked the Town’s staff for its input. He requested that Council address District boundaries in light of impending annexations.

Mr. Kovanes thanked Council, staff and Dr. DeHaven-Smith for attendance and for the support he had received over the previous week.

There being no further business to discuss, and no objections, the meeting was adjourned at 12:52 p.m.

Approved \_\_\_\_\_

\_\_\_\_\_  
Mayor/Councilmember

\_\_\_\_\_  
Town Clerk

\* \* \* \* \*

THIS PAGE  
INTENTIONALLY  
LEFT BLANK

\* \* \* \* \*